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5 November 1965

MEMORANDUM FOR: Director of Training

THROUGH : Chief, Operations School

SUBJECT : Course Report/Chiefs of Station Seminar No. 4,  
4 - 22 October 1965

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1. The fourth running of the Chiefs of Station Seminar was held from 4 to 22 October 1965, half days, in the Headquarters Building, except for two days, 18 and 19 October, which were spent at [REDACTED]. Eleven students were enrolled in the course (Attachment A - Roster), of whom one was scheduled to go overseas in the near future as COS [REDACTED], and two were designated to go out shortly as base chiefs [REDACTED]. One student is to take over as COS [REDACTED] in June 1966, and one is to become COS [REDACTED] at an unspecified date. The remainder had no specific overseas assignments in view, indeed, one student had only recently returned from overseas, and was commencing a two-year tour in Headquarters. Seven of the students attended the course every day, while the other four missed varying portions: one missed the first week because of an overlap with the NIS; one missed the second half of the course because of illness; one missed the second half because of urgent demands on his services on his desk (because of the crisis in [REDACTED]); and one missed most of the third week because of last minute processing-out commitments.

2. The average grade of the students was 14.5, and their average age was 45. The average experience span was 15 years with the Agency. All Divisions were represented except EE, WE, and [REDACTED].

3. The course content was roughly the same as in the first three runnings, with about two-thirds on operations and operational management, and one-third on administration, liaison, and public relations (Attachment B - Schedule).

4. In general, the students found the course valuable where responsible officers were able to speak from depth of knowledge or experience on a subject which was clearly and peculiarly a COS responsibility. Thus [REDACTED] cheered (figuratively speaking) almost unanimously for his crisp and clear

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comments on the relations [REDACTED] It seems plausible to me that if I can make the other elements of the course as meaningful to the COS-Designate as that hour was, I shall have succeeded. I certainly am not satisfied with success merely at the [REDACTED] level, since that is a matter of form. The real pay-off in our business is in espionage, and it is in this area that we in OTR should be helping the future COS towards greater effectiveness. 25X1A  
25X1A2d1

5. The remainder of this course report is to be found in Attachment C (the annex appended hereto), entitled "Comments on shortcomings of the fourth running of the COS Seminar, and recommendations for improvements in content and method." 25X1A9a

[REDACTED]  
Chief Instructor

Attachments:

- A. Student Roster
- B. Schedule
- C. "Comments on shortcomings of the fourth running of the COS Seminar"

Distribution:

- Orig. - DTR
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